TECHNICAL REPORT ON THE ASSESSMENT OF MONITORING AND EVALUATION SYSTEM OF CHRISTIOAN SOCIAL SERVICES COMMISSION (CSSC)

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1. **Overview of Tanzania Human Resource Capacity Project:**

The Tanzania Human Resource Capacity Project (THRP) is a four-year, USAID-funded project awarded to IntraHealth in 2009. The project supports government efforts to address the challenges that Tanzania faces in developing an adequate health and social welfare workforce.

In this project, Management Sciences for Health (MSH) is tasked with building the capacity of local implementing partners to take on a greater role in the effective leadership and management of the national effort to improve Human Resource Management (HRM) for heath in Tanzania. The primary two local partners are CSSC and the Benjamin Mkapa HIV/AIDS Foundation.

CSSC is an umbrella for faith-based organization supporting service delivery in the health and education sectors. Earlier reports have documented that the current CSSC's monitoring and evaluation system (M&E) lacks a comprehensive data warehouse that can link between head office, zonal offices as well as health facilities (service delivery points).

Thus, the overall purpose of this exercise is to support CSSC in strengthening the M&E System and database warehousing.

2. **Scope of the Assignment**

Objective:
The overall purpose of this assignment is to support CSSC in the strengthening M&E system and to link it with a database system that will accurately capture, and improve reporting of the activities.

Specific Objectives:
- Review all CSSC project indicators (qualitative and quantitative) to ensure that they are accurately capturing the information needed.
- Propose qualitative indicators which are easy to measure and report the results and they are linked to the CSSC M&E system.
- Develop an electronic database system which is clear and focused and supports accurate data collection, storage, reporting and analysis.
- Orient CSSC M&E and program managers on indicators, tools, and database system that is developed.
- Provide recommendation on a user friendly statistical package can be used to for statistical data analysis of program data.

3. **Methodology:**
The M&E System assessment was done using various methodologies. These include:
- Administering MEASURE Evaluation tools for Assessing the M&E Systems to assess the M&E system at the CSSC M&E Unit; A tool with M&E components extracted from MOST Plus tool, FANIKISHA tool and the Building local Capacity- a tool for Southern Africa were used to assess the M&E status at the Intermediary level (CSSC Zonal level) and at service delivery points (Health facilities).

- Conducting key informant interviews with key staff at all levels:
    - M&E Unit at CSSC Head quarters in Dar es Salaam (Director of M&E, Head of Information, communication and technology –ICT and Health Coordinator)

- o Zonal Secretaries at Zonal Offices: Western Zone, Eastern Zone, Lake Zone and North East Zone
- o Hospital administrators and Medical Officer in charges of selected health facilities with different status [District Designated Hospital or Council Designated Hospital-, Selian (Arusha), Sumve (Mwanza), Sikonge (Tabora)Voluntary Agency Hospitals -Marangu (Kilimanjaro), Misungwi (Mwanza), Kilimatinde (Singida), and Referral Hospitals St Gaspar Referral Hospital (Singida)].

Activities done at all levels (M&E Unit, Zonal Offices and Health Facilities:
- o Administering the M&E Capacity Assessment tool to understand the current M&E system
- o Conduct key informant interviews with the Director of M&E, ICT coordinator, Health Pillar coordinator, all at CSSC headquarters; Zonal Secretaries (Western Zone, Eastern Zone, Lake Zone and North East Zone), Hospital administrators and or Medical Officer In charges of the selected health facilities.
- o Review the available tools and reports at the zonal and health facility level
- o Identifying the M&E systems' SWOT and provide onsite recommendations
- o Provide feedback on the findings and discuss the site specific way forward

4. **FINDINGS OF THE M&E SYSTEM**

4.1. Findings at the M&E UNIT- CSSC Headquarters using MEASURE Evaluation Tool for assessing the M&E System.

This section presents the key findings and observations on monitoring, evaluation and knowledge management for the CSSC's M&E unit at headquarters level. The MEASURE Evaluation tool assesses six subcategories of the M&E system. These include:

- i. M&E Structure, Functions and Capabilities
- ii. Indicator Definitions and Reporting Guidelines
- iii. Data-collection and Reporting Forms / Tools
- iv. Data Management Processes
- v. Evidence-based Decision-making
- vi. Linkage with National Reporting System

M&E COMPONENT	DESCRIPTION/QUESTION	RESPONSE	COMMENTS
M&E Structure, Functions and Capabilities	Is there a documented reporting structure/chart that clearly identifies positions that have M&E responsibilities at each reporting levels? Describe these positions and their key responsibilities in the comments section. If there is an organisation chart but it is insufficient, describe the shortcomings	**Yes-PARTLY**	CSSC has a reporting structure, however the M&E roles and responsibilities below the Director is not clear.
	If there is a documented reporting organizational structure, has it been disseminated to all sites at all reporting levels?	**NOT AT ALL**	No documented organizational reporting structure
	Are all staff positions dedicated to M&E and data management at the M&E Unit filled? Note these positions and responsibilities in brief in the comments section.	**Yes-PARTLY**	At the M&E Unit, headed by the Director of M&E, the rest are not merely M&E, but ICT personnel
	Is there a senior staff member (e.g., the Program Manager) who is documented as responsible for	**Yes-**	There is M&E Director who possesses relevant

	reviewing the aggregate numbers prior to submission to donor? Note the staff position in the comments section.	**COMPLETE LY**	qualification and Experience.
	Is there a staff member documented as responsible for reviewing the quality of data (i.e., accuracy, completeness, timeliness) in the reports received from the immediate sub-reporting level? Note the staff position in the comments section	**Yes - PARTLY**	M&E director with support from ICT Staff are responsible for data quality
	Is there a documented training plan for M&E (or a general training plan that includes M&E) that takes into account staff at all levels of the reporting system?	**Yes - PARTLY**	No documented M&E training plan, but M&E training is integrated
	If there is a documented training plan, has it been disseminated to all sites at all reporting levels?	**NOT At All**	N/A
	Have staffs at the M&E Unit who have M&E responsibilities received training on the organization's data management, processes and tools?	**Yes-MOSTLY**	All staff working in the M&E/ ICT have received some training
Indicator Definitions and Reporting Guidelines	Does the M&E Unit have formal definitions of all indicators being collected (i.e. copies of OGAC, GF and/or National indicators as well as program indicators)?	**Yes - MOSTLY**	Have been outlined in the strategic Plan, 2010-2015
	If the M&E Unit has formal definitions of all indicators, have they been disseminated to all sites in the reporting system?	**Yes - PARTLY**	Only some indicators with formal definition have been disseminated to Zonal level
	Has the M&E Unit documented the operational definition of all indicators?	**Yes-MOSTLY**	Only some indicators have formal definition
	If the M&E Unit has documented the operational definitions of the indicators, have they been disseminated to all sites in the reporting system?	**Yes - PARTLY**	Only applicable to some indicators
	Has the M&E Unit documented the reporting requirements of each reporting level? This includes the data to be reported, the template to be used, the method of report submission, to whom the report should be submitted, and the submission date.	**NOT At All**	No reporting requirements have been documented and disseminated
	If the M&E Unit has documented the reporting requirements, have they been disseminated to all sites in the reporting system?	**N/A**	N/A
Data Collection and Reporting Forms/ Tools	Has the M&E Unit identified standard reporting forms/tools to be used by all reporting levels? List the name(s) of these reporting forms/tools in the comments section.	**Yes-PARTLY**	There are three tools: Health pillar, Education pillar and Cross cutting- They are indicators and not data collection tools
	Has the M&E Unit provided clear instructions on how to complete the data collection and reporting forms/tools? Detail how these instructions have been provided in the comments section (e.g. Are they included on the data collection and reporting forms/tools or provided in a separate document.)	**Yes-PARTLY**	Only applicable for some indicators.
	Have the source documents and reporting forms/tools been designed so that the data collected/reported has sufficient precision to measure the indicator? (i.e., relevant data disaggregated by sex, age, etc.) Note in the comments section what data is disaggregated by	**Yes-PARTLY**	Some tools, Yes to some extent
Data	Is there a filing system that is consistently being		Both paper base and

Management Processes	implemented by headquarters staff (paper-based or electronic)? Describe in brief in the comments section and note any shortcomings of the system.	**Yes-MOSTLY**	Electronic tools/ database exit and operational
	Does the M&E Unit have a written document retention policy that states for how long source documents and reporting forms need to be retained,?	**Yes-PARTLY**	Some information is available in the draft Manual
	If there is a written document retention policy, has it been disseminated to all sites in the reporting system?	**Yes-PARTLY**	At zonal level
	Has the M&E Unit documented the data aggregation and/or manipulation steps to be performed at each level of the reporting system? If so, describe these in brief in the comments section and note any shortcomings.	**Yes-PARTLY**	Only for some indicators
	If the M&E Unit has documented the data aggregation and/or manipulation steps, has this guidance been disseminated to all sites of the reporting system?	**Yes-PARTLY**	At zonal level
	Is documented feedback systematically provided to all sub-reporting levels on the quality of their reporting (i.e., accuracy, completeness and timeliness)? If so, describe how feedback is provided in the comments section, e.g. trip reports from supportive supervision visits sent to sub-reporting offices via email, errors in reports first communicated via phone and then documented via email. etc.	**Yes-PARTLY**	Through phone calls, and emails to the intermediary level
	If this is the reporting level at which data is transferred from a paper to an electronic format, are there quality controls in place for when data is entered into the computer/ pda etc. (e.g., double entry, post-data entry verification, etc). Describe this in brief in the comments section.	**Yes-PARTLY**	The database has the inbuilt data quality checks for outliers
	Is electronic data regularly backed-up and stored off-site? Describe the back-up procedure in brief in the comments section.	**Yes-MOSTLY**	The database is regularly and consistently backed up
	Has the M&E Unit documented or adopted a confidentiality protocol for each reporting level? Describe this in brief in the comments section and note any shortcomings	**Yes-PARTLY**	For some indicators, project specific
	If the M&E Unit has documented or adopted a confidentiality protocol, has it been disseminated to all sites of the reporting system especially service delivery points?	**Yes-PARTLY**	For some indicators, project specific
	Has the M&E Unit documented guidance on how double-counting will be addressed at each reporting level? Describe this in brief in the comments section and note any shortcomings.	**Yes-PARTLY**	For some indicators, project specific
	If the M&E Unit has documented guidance on double counting, has it disseminated this guidance to all sites of the reporting system especially service delivery points?	**Yes-PARTLY**	For some indicators, project specific
	Is the M&E Unit following the double counting procedures for their level? i.e. using a discount factor.	**Yes-PARTLY**	For some indicators, project specific
	Has the M&E Unit documented or adopted guidance on identifying and reporting "drop-outs" from the system? Describe this in brief in the comments section and note any shortcomings. If the guidance is adopted from the MOH, note in the comments section in what	**Yes-PARTLY**	For the ART Project, TUNAJALI II

	MOH document it is in		
	If the M&E Unit has documented or adopted guidance on identifying and reporting "drop-outs", has it disseminated this guidance to all sites in the reporting system (e.g. regional and district sites, service delivery points) especially service delivery points?	**Yes-MOSTLY**	For the ART Project, TUNAJALI II, THRP project
	Has the M&E Unit documented a procedure to address late, incomplete, inaccurate and missing reports at every reporting level? If so, describe in brief in the comments section.	**Not AT all**	Project specific, e.g. the ART Project, TUNAJALI II
	If the M&E Unit has documented a procedure to address late, incomplete, inaccurate and missing reports, has this documentation been disseminated to all sites of the reporting system?	**N/A**	Project specific, e.g. the ART Project, TUNAJALI II
	If the M&E Unit has documented procedures to address late, incomplete, inaccurate and missing reports at every reporting level, is this guidance adhered to by headquarters staff, i.e. use of a report tracking tool? If not, explain why/how in the comments section.	**Yes-PARTLY**	Project specific, e.g. the ART Project, TUNAJALI II
	Are completed trip reports or supportive supervision checklists available, demonstrating that the M&E Unit has conducted regular supervisory site visits to sub-reporting levels?	**Yes-PARTLY**	These are project specific
Evidence Based Decision Making	Do staff at the M&E Unit analyzes data and develop charts	**Yes-PARTLY**	Yes, for some projects
	Is analyzed data presented to stakeholders (internal and/or external) in a timely manner so that the information can be used to inform decisions? If so	**Yes-PARTLY**	Yes, for some projects
Linkage with the National Reporting system	Does the M&E Unit report into the national system? If so, explain how this is done in the comments section (e.g., paper-based submission, emailed form etc.) and list the department/office to which that the M&E Unit reports?	**Yes-PARTLY**	Yes, for some projects which have linkage to the national system, e.g. the ART program
	Where applicable, are the relevant national forms/tools used for reporting at the M&E Unit?	**Yes-PARTLY**	Yes, for some projects which have linkage to the national system, e.g. the ART program

The spider diagram for the findings on the system assessment is as follow:
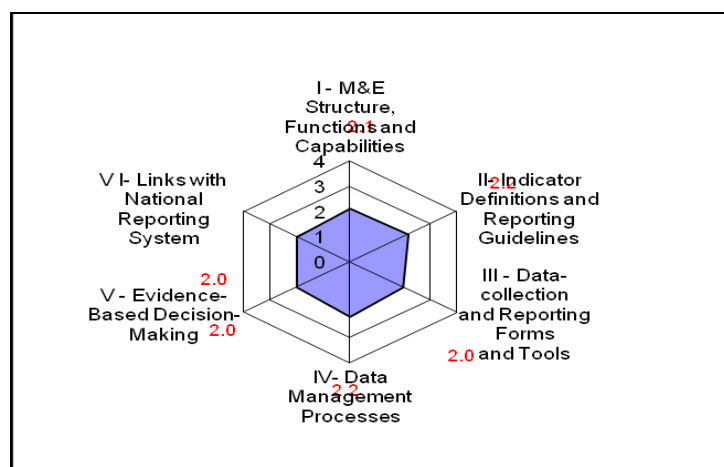
4.2. Findings at Intermediary Level and Service delivery Points

Also, at all reporting levels of CSSC i.e. CSSC M&E Unit, Zonal and Health facility level, other aspects of the M&E system were assessed. These include: Monitoring and evaluation planning; data collection and management; data analysis and use; data quality; project reporting and evaluation. This section used a consolidated tool which contained information from MOST Plus tool, BLC tool and FANIKISHA.

The figure below summarizes the scores in this category.

Category	Descriptions / Key Question	SCORE	EXPLANATION
Annual work plan	o Organization has an annual workplan linked to the strategy and budget, with measurable results, activities, timelines, responsibilities and indicators	2 (40%)	There is an informal idea of an annual workplan, but nothing formally agreed upon. Priority activities are based on immediate needs or donor requests
M&E	o Is there a monitoring, evaluation, and reporting plan for the organization?	1 (20%)	No M&E plan is in place.
	o Is there an M&E manual in place?	2 (40%)	An M&E manual is in place; however, it is incomplete as it lacks the key elements.
	o Is there an M&E budget to execute the plan?	1 (20%)	There is no specific M&E budget that supports M&E activities.
	o Are there trained M&E staffs with clearly assigned responsibilities?	2 (40%)	The organization has assigned M&E duties to staff, but these are not their main duties.
Data Collection and Management	o Are there relevant data collection tools?	2 (40%)	There are data collection tools, but they are not adequate in measuring all program or project indicators and are not consistently used.
	o M&E tools are used to collect data in line with the M&E Plans	2 (40%)	The organization has a few basic M&E tools and collects M&E data if the donor requires it. Data is not collected regularly and is not stored
	o Is there a data management system (Manual or computerized)?	2 (40%)	A manual and computerized data management system exists, but it does not meet the organizations data needs, and it is not routinely updated.
Data Quality	o Is periodic data quality assessment or audit conducted?	2 (40%)	Data quality audits or assessments are done, but not systematically or on a regular basis, and there is no mechanism to address the challenges.
Data Reporting	o Does the organization produce project reports as required?	2 (40%)	The organization produces mainly annual reports. Other reports e.g. quarterly reports are hardly produced. There is no formal system of implementing the feedback.
	o Is the reporting system coordinated with the national reporting system?	2 (40%)	Reporting system is partially linked to the national reporting system especially for the projects.
M&E Data Analysis, dissemination and Use	o Is M&E data analyzed?	2 (40%)	Data analysis is done using different non-standardized methods.
	o Analyzed M&E data is reported to internal and external stakeholders	2 (40%)	There is some evidence that organizational data and reports are shared internally and externally.
	o Is M&E data used to inform decision making?	1.5 (30%)	There is little evidence that Project data is being used for decision making
Evaluation contributes to organizational	Programs are evaluated and evaluation findings are discussed, disseminated and inform	3 (60%)	Programs are evaluated at the request of donors and evaluation findings are discussed internally in a limited manner by some staff.

learning	organizational learning		
OVERALL SCORE OF M&E SYSTEM ASSESSMENT		**2 (40%)**	**This implies that there is evidence of some capacity in a few areas; however, there is a great need for further strengthening in almost all areas of M&E system**

All the CSSC's Zones and facilities visited were given an overall score of 40 percent in the area of Monitoring, and evaluation, reporting and knowledge management. This implies that there is evidence of some capacity in a few areas; however, there is a great need for further strengthening in almost all areas of M&E system.

5. Conclusion:

In summary, CSSC's M&E system is in place with some levels of functionality. Many of the system components have shown some evidence of capacity and only needs to be strengthened. Below is a set of M&E system recommendations for the key components of the M&E system. From these findings it wasn't possible to fulfill the rest of the objectives within the course of the project, as there is a primary work which needs to be done first before proceeding to developing a data warehouse and recommending a suitable statistical package for CSSC.

6. Suggested recommendations for CSSC

6.1. M&E Planning:

➢ Identify an M&E person at all levels, with clear roles and responsibilities documented in their job description
➢ Develop a comprehensive M&E Plan which should include Goals and objectives, indicators, data sources, data collection tools, baselines and targets, data flow chart with reporting timelines, data use, data dissemination and transparency, and an M&E budget
➢ Develop/ review a comprehensive operational, complete, current M&E operations manual as per the comprehensive M&E plan.

6.2. Data collection and management

➢ Harmonize the data collection tools to be in line with the relevant national tools
➢ Review the M&E manual/ SOP to guide data sources, frequency of data collection, and reporting timelines/ schedules in accordance to the M&E plan.
➢ Develop a well defined and documented data flow process/chart with reporting timelines

6.3 Data analysis and use

➢ Develop an operational organizational/project data analysis framework which shows the frequency of data analysis for the organization's program needs

6.4 Data quality management

➢ Develop guidelines for ensuring quality data for decision making
➢ Adapt RDQA tools for conducting data quality/audit exercise
➢ Develop a regular schedule for conducting data quality assessments and audit for its service delivery projects and ensure that data quality gaps are addressed in a timely manner.

> ➤ Develop a mechanism to ensure that the organization provides data quality feedback to all reporting entities

6.5 **Project reporting**
> ➤ Produce high quality reports on timely basis and provides feedback to reporting entities
> ➤ Develop a user friendly monthly reporting form to be filled by all projects on monthly bases to provide an organizational update on its operations

6.6 **Evaluation:**
- Revise program level indicators representing different levels of results (input, output, outcome, impact) under each project
- Develop performance monitoring plans (PMPs) with clear targets and processes and impact indicators for each of the technical areas

7. **Suggested Way forward for future collaboration**

i. Share the findings and recommendations with CSSC

ii. CSSC should prepare a workplan (with clear timelines and responsible personnel) to implement the proposed recommendations (6.1 to 6.5 above)

iii. CSSC should identify resources to develop an electronic database system which is clear and focused and supports accurate data collection, storage, reporting and analysis.

iv. Orient CSSC M&E and program managers on indicators, tools, and database system that is developed.

v. Identify a user friendly statistical package can be used to for statistical data analysis of program data.